

SS Historical Paper  
No. OP-1 (Vol. I)

# SUPPORT SERVICES HISTORY

*Return to:*

(TITLE OF PAPER)
<u>History of the Retirement</u>
<u>Counseling and Placement Staff</u>
(PERIOD)
<u>19 June 1967 - 14 March 1969</u>

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Date prepared : May 1969

Written by : Kenneth K.

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H I S T O R Y

O F

THE RETIREMENT COUNSELING AND PLACEMENT STAFF

19 June 1967 - 14 March 1969

(RCPS was established as a special staff in the Office of the Director of Personnel to prepare a comprehensive, Agency-wide retirement counseling and external employment assistance program)

25X1A

Written by:

Chief, Retirement Counseling  
and Placement Staff

25X1A

Approved by:

Robert S. Wattle's  
Director of Personnel

May 1969

N.B.

The writer has done an excellent job of compiling and reciting the development of the program -- as he saw it. I must note, however, that this paper does, inescapably, reflect his point of view and carries an emphasis which another might not have provided. It is factually accurate with some minor exceptions but, by omitting any reference to the Deputy Director of Personnel for Special Programs and the work of the Retirement Operations Branch of the Benefits and Services Division, fails to round out the story.

My approval of its submission must not be read as an endorsement of the writer's interpretation. The omission noted above can be rectified in the writing of subsequent chapters. Lest a too heavy tone of criticism be left by this note -- this is an excellent job. We are fortunate that it could be done by the principal immediately upon the completion of his assignment.

/s/ Robert S. Wattles

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- NOTES: 1) References in the body to Tab, Letter, and Number (i.e., Tab B, 3), relate to exhibits in Volume II.
- 2) Bibliographic referrals (i.e., Ref. 7), relate to items in the Reference Bibliography.
- 3) One copy of each document mentioned in the Reference Bibliography is contained in a separate package marked for permanent retention and filed in the Office of the Chief, Retirement Affairs Division, Office of Personnel, with the RAD copy of the History of the Retirement Counseling and Placement Staff.

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## I. INTRODUCTION

This historical paper presents a year and a half of conceiving, testing, and molding of the Central Intelligence Agency Retirement Program; it is a part of the history of the Office of Personnel. The work of the Retirement Counseling and Placement Staff, in large part carried out by officers detailed from the Agency Directorates, represents a culmination of Agency attacks on problems relating to retirement. The program personifies the desires of management and the needs of the employee. As such, it has evolved into an instrument of expression posing solutions which will make personnel management more reflective of policy and raise individual initiative and morale as one contemplates retirement instead of slipping into a moribund attitude.

The establishment of a Retirement Program is a great and meaningful step forward. However, its viability depends upon the support it is given. It must continue to be an integral part of Agency personnel procedure. It must continue to receive the personal attention and active support of senior officers in all Directorates and Independent Offices. The Director of Personnel and his key staff officers must provide the essential direction and policy guidance, and, at the same time, ensure the availability of the necessary staff and funds to support the Program in its inevitable growth.

In the years ahead individuals will be leaving the Agency in increasing numbers and responses to career service requirements must grow. This close working relationship with Agency components can continue to strengthen the Program; this requires, however, individual effort and a plan for recurring briefings and official reports on its advancement.

Jerry Kluttz, in his column, "The Federal Diary," said in April 1968, that CIA had "one of the better pre-retirement programs in Government." Our CIA Retirement Program goes well beyond the stage of pre-retirement counseling. It is expected that the information acquired by the employees throughout the Program, the retirement materials passed to them, the sincere assistance prior to leaving, and the attention and offer of aid after retirement will reap benefits for the individual and the Agency for years to come.

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## II. C H R O N O L O G Y

(Actions Leading to the Establishment of an Effective Agency Retirement Program)

9 Sept	1955	It was recognized that there would be a very great benefit to the service if we could have some formula that would provide for reasonably early retirement past fifty. It was further proposed that CIA write its own bill. (12th CIA Career Council Meeting)
Dec	1955	CIA retirement proposals were discussed with the Bureau of the Budget.
27 Mar	1956	Notes of explanation passed from Mr. Hart Perry, Bureau of the Budget, to Mr. Norman Paul, Legislative Counsel, placing conditions on CIA early retirement proposals.
6 Apr	1956	Legislative Counsel noted that although we were withdrawing the CIA draft bill for that year, we would prepare a memo to BoB explaining why we could not accept any part of BoB proposals to our position on the CIA early retirement legislation.
21 Mar	1957	A bill to amend the CIA Act of 1949 was submitted to the BoB for approval. It was an omnibus bill, but in a new proposed Section 9 it set forth the initial presentation of a CIA retirement system.
28 Oct	1957	██████████ Legislative Counsel, presented a status report to the CIA Career Council on CIA's legislative proposals, including liberalized retirement benefits. He stated that although the BoB and CSC favor special considerations for civilian employees who have served for long periods overseas, they are not in favor of the retirement proposals as submitted by the Agency.
31 Oct	1957	The CIA Career Council accepted the recommendation of ██████████ Legislative Counsel, that priority be given to retirement legislation, and agreed to the appointment of a task force for this purpose.
11 Dec	1957	Mr. Lyman B. Kirkpatrick, Inspector General, following discussions with Mr. Gordon Stewart, Director of Personnel, and Mr. Rocco Siciliano, Special Assistant to the President for Personnel Management, proposed a systematic attack on the problem of accelerated retirement.
17 Feb	1958	Mr. Allen W. Dulles, the Director of Central Intelligence, approved Personnel Selection-Out procedures and program (ER 10-608)

- 27 June 1958  
25X1A [redacted] develop an actuarial report of the proposed Agency retirement system and its relationship to costs under the Federal Civil Service Retirement System. (Report submitted May 13, 1959)
- 5 Jan 1960  
25X1A Agency [redacted] set forth policy on retirement for those reaching optional retirement age, including granting Deputy Directors authorization to be lenient with extensions, recognition of hardships and assistance that needed to be rendered, establishment of the Agency Retirement Board for handling compassionate cases, and encouragement and support for eligible employees. (See also [redacted]) 25X1A
- 10 Feb 1961  
25X1A The regulation governing the Separation of Surplus Personnel was approved [redacted]
- 10 Feb 1961 The regulation providing Separation Compensation for those terminated on an involuntary basis was approved. [redacted] 25X1A
- 1961 to 1964 The "701" program was in process.
- 1 June 1962 After re-examining the possibility of a CIA-CSC personnel interchange agreement, Mr. Emmett Echols, Director of Personnel, obtained Agency management agreement on CIA non-participation in this "open door" roster and exchange arrangement.
- 12 June 1962  
25X1A [redacted] Chief, Cover and Commercial Staff, DD/P, in response to an Office of Personnel request for out-placement assistance stated that an individual should have an official Agency evaluation which could be conveyed to prospective employers and an organizational solution through a thorough-going mobilization of our resources.
- 21 June 1962  
25X1A [redacted] Chief, Plans and Review Staff, OP, in responding to the Director of Personnel, concurred that the Agency must assume a greater obligation with out-placement cases, and that the establishment of an early retirement plan would accentuate the need for a more positive out-placement program.
- 9 June 1964  
25X1A The Civilian Reserve Program was revised permitting members and former employees the psychological advantage of continued relationship with the Agency, although without remuneration. [redacted]
- 13 Oct 1964 The CIA Retirement Act of 1964 for Certain Employees was passed, establishing the retirement and disability system. [redacted] approved 27 April 1965)



## II. CHRONOLOGY

- 2 Feb 1965 At a conference chaired by Lawrence K. White, Executive Director-Comptroller, a unified out-placement plan was proposed by Mr. Emmett Echols, Director of Personnel. It was approved and placed under the aegis of [REDACTED] 25X1A
- 25X1A [REDACTED] Chief, Personnel Recruitment Division, OP, for development and administration.
- 15 Nov 1966 Mr. Richard Helms, Director of Central Intelligence, in conference with the Executive Director-Comptroller, requested the establishment of an augmented retiree placement and counseling program.
- 20 Feb 1967 Mr. Emmett Echols, Director of Personnel, submitted a recommendation for an expanded program.
- 27 Feb 1967 Approval in principle of the proposed program was given by the Executive Director-Comptroller.
- 6 Mar 1967 Description of the tasks recommended for inclusion in the expanded retirement program were forwarded to the Deputy Director for Support.
- 11 Apr 1967 In memorandum to the Deputy Director for Support, the Director of Personnel proposed that a senior officer be detailed from the Clandestine Service to head the program, the plan of an organizational structure, the amount of funds needed for the program, and an increased ceiling for personnel. All but the increased ceiling were approved.
- 27 Apr 1967 [REDACTED] was selected by Mr. Desmond FitzGerald, Deputy Director for Plans, and detailed to the Office of the Director of Personnel, effective 19 June 1967 to establish a comprehensive Agency retirement program. 25X1A
- 25X1A July 1967 Discussions were held by [REDACTED] with each Deputy Director to ascertain his concepts and requirements he would place on the Retirement Program. A series of status reports was agreed upon to keep the Deputies abreast of the advancing program.
- Aug 1967 Each Deputy Director agreed to detail two senior officers to participate for one to two years in the initiation and development of the program.
- Sept 1967 The Retirement Counseling and Placement Staff was established, concepts were firmed up, space was obtained, the group assembled, and research was under way. The last officer reported to RCPS on 20 October 1967.

## II. CHRONOLOGY

- Oct-Dec 1967 Conducted fact finding and research; selected and ordered reference publications; interviewed all retirees in this period; examined outside retirement programs.
- Jan-Mar 1968 The Monthly Progress Report was begun 1 March 1968 because of DCI interest; developed necessary counseling and placement assistance "tools"; created techniques and systems; began five-year (1973 retirees) counseling program; held first Retirement Information Seminar 25-29 March 1968; commenced articles for Support Bulletin and Agency Notices; presented Retirement Portfolios as Agency gifts to employees five years prior to retirement (beginning with 1968 group); reviewed Retirement Program status with Deputy Directors; commenced writing the CIA Retirement and Disability System Question and Answer booklet.
- Apr-June 1968 Solidified working agreements with career services for coordination of action with employees; analyzed and balanced workload; tested procedures; compiled statistical projections by Directorate and Career Services to aid in scheduling consultations; commenced post-retirement follow-up letters; submitted staff studies ("Take Stock," "Trial Retirement", and "CIA Civilian Reserve") as early retirement incentives.
- July-Sept 1968 Staff was shifted (one counselor returned to his parent component) and a second one was assigned to develop job lead sources; consolidated functions and developed job descriptions.
- Oct-Dec 1968 Wrote basic procedures; held second Retirement Information Seminar including wives (FY 69/70 retirees); refined counselors' questionnaire in light of experience; brought handout literature up to date and improved contents of Retirement Portfolio; submitted article for the Support Bulletin; began bulletin board job vacancy announcements.
- Jan-Mar 1969 Stepped up consultations with those who could opt out and commenced working with 1974 retirees; held first special seminar on Financial and Estate Planning; commenced final (3rd draft) mock up of unclassified Retirement Information Pamphlet for all employees; distributed CIA Retirement and Disability System Question and Answer booklet (first printing 6,000 copies).
- 17 Mar 1969 Retirement Affairs Division was activated under the Deputy Director of Personnel for Special Programs replacing the Retirement Counseling and Placement Staff which had operated out of the Office of the Director of Personnel while it was establishing the Agency retirement counseling placement assistance program. 25X1A
- 25X1A [REDACTED] was appointed Chief, RAD vice [REDACTED] 25X1A
- 25X1A [REDACTED] (Chief, RCPS). (OPM 1-14-13, dated 14 March 1969)

### III. Background.

By the mid-1950's, officials of the Agency were voicing their awareness of two vital concerns in the management of Agency personnel. (Ref. 1) First was the increased sensitivity to the unique demands placed upon individuals in the performance of Agency responsibilities which set them apart from normal civil service employees, placing greater requirements upon them and compounding this with the stresses of cover and rotational assignments. For this dedication and the excessive pressures, a special consideration was indicated. In the late 1950's and early 1960's, a number of studies and proposals were brought forth on the development of a CIA Retirement and Disability System. These efforts culminated in approved legislation and the establishment of the CIAR&D System (PL 88-643, 13 October 1964). (Refs. 2-5)

The other major personnel concern was the large number of Agency employees in the mid- and higher managerial level who were leaving the Agency at a slow pace. This placed a heavy lid on what might otherwise be a more normal advancement of junior officers. It was recognized that the Agency needed to remove or reduce this block, or "hump" as it more commonly was called. (Refs. 6-9)

As the squeeze became tighter, personnel reduction became the order of the day. This condition resulted, in February 1961, in the establishment of a program of selection-out, which was accompanied by a separation pay arrangement. This latter gesture did not counteract the stigma of the "701" program. Also, the program did not notably reduce the hump and had a serious negative affect on employee morale. A further effort was made to tighten manpower management in a shift away from the Civil Service policy of mandatory retirement at age 70, by lowering the mandatory retirement ages in the Agency to 60 and 62. Although this quickened the retirement of older employees, it, too, caused morale to be lowered and did not attack the hump. (Refs. 10 and 11)

Efforts by the Outplacement Branch from 1958 to 1965 had centered around "701" cases and a scattering of "volunteers" requiring or desiring external employment assistance. Assistance to the "701" group had about terminated by late 1964. Negative reactions by career services to what they assumed were independent actions encouraging their personnel to leave had caused the supply of "volunteers" to drop off sharply. The early concept in 1957 and 1958 had pictured the outplacement service as being available to all employees, especially "volunteers". By 1965 the "volunteers" had become the total outplacement workload which was by that time being frowned on because of the unilateral aspects of the counseling. In 1966 it was decided that any employee would have to obtain the concurrence of his career service before outplacement assistance could be given. (Refs. 12-14)

On 31 August 1965, the Director of Personnel presented a recommendation to the Deputy Director of Support requesting the establishment of a Retirement Placement Service to include centralized pre-retirement counseling and

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Background - continued

placement assistance. This proposal was intended to re-fortify and, at the same time, make more meaningful and palatable to the employee, the selection-out procedures which had been signed by the Director of Central Intelligence on 17 February 1958. That authorizing document included the statement "and (in meritorious cases) assistance in obtaining other employment." (Ref. 15)

The Director of Personnel's recommendation to compose a pre-retirement counseling and placement assistance service was approved by the Deputy Director for Support on 28 September 1965. Until then, the outplacement program had not been considered as an instrument to stimulate retirement.

The Director of Personnel realized that the CIA Retirement and Disability System would result in an increase in early retirements, and that many of these individuals would want to continue to work. The new thrust, therefore, was to be toward locating openings and the outside placement of employees by the Agency which would result. The Director of Personnel believed that the Outplacement Branch could handle this load with the support of the Office of Personnel Field Recruitment Officers. They were directed to take on the added role of soliciting jobs and "selling" Agency employees who were considering retirement to organizations within which they had been doing recruitment work, when, on 2 February 1965, the retiree placement responsibility was given to the Chief, Personnel Recruitment Division, OP. The procedure set up under this new organization called for the Outplacement Branch (which at the same time had been placed in the Personnel Recruitment Division) to transfer potential retirees desiring job-opening assistance to the Chief, Personnel Recruitment Division. Responsibility for all other separatees was left in the Branch.

By the fall of 1966 many job leads had been pursued and the number of employees receiving assistance had increased. A notice had been distributed explaining the assistance which could be obtained in the Retirement Branch. Emphasis at that time was placed on aiding retiree placement cases. General counseling and psychological preparation for retirement was not an organized or planned part of the assistance available. In earlier years aid was given largely to resignees. Only 16 retirees were given outplacement assistance during 1964. By 1966 the demands were mounting to provide general counseling as well as post-Agency employment assistance. This feeling was expressed in the meetings of the ad hoc Placement Committee, in late 1965 and early 1966, which included a representative from each Directorate and the Office of Personnel.

On 15 November 1966, the Director of Central Intelligence asked the Executive Director-Comptroller to take whatever steps were necessary "to ensure that we had a going and effective program" in retirement counseling and "outplacement". The Executive Director-Comptroller met with the Deputy Director for Support and the Director of Personnel on 7 December 1966 to explain the Director's concern and desire. It was agreed at that meeting that the Director of Personnel would prepare an appropriate presentation for Agency

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Background - continued

consideration. This presentation was given to the representatives of the Directorates at a meeting on 20 December. It was agreed at that time to push forward on a vigorous program and that there were certain actions that could be taken almost immediately. (Ref. 17)

A plan for an expanded retiree placement and counseling program was submitted by the Director of Personnel which was approved in principle by the Executive Director-Comptroller on 17 February 1967. The basic objectives of the expanded program were (a) to bring about early and realistic awareness of impending retirement and its concomitant problems; and (b) to induce the individual to take constructive steps to meet these problems. This represented a major shift in both the scope and depth of pre-retirement counseling and external employment assistance. The recommendations of the Director of Personnel included: substantial expansion of the post-retirement employment search program; training individuals vocationally for post-retirement employment; utilization of experience of other organizations and consultative services of experts in the field, in order to develop a sound and integrated program of pre-retirement counseling; assignment to the Office of Personnel of officers of appropriate stature and qualifications to develop and sell the program; and training to prepare Personnel Officers for work in this field. (Ref. 16)

Implementing papers followed this approval in principle of a centralized, revitalized retirement program. On 6 March 1967, the Director of Personnel submitted a brief description of thirteen functions conceived as elements of the expanded program and on 11 April 1967 an organization plan with staffing proposals was sent forward. These two documents served as the basis for discussions between the Director of Personnel, the Deputy Director for Support, and the Deputy Director of Plans. It was agreed that the DDP would detail a senior officer to organize and establish a viable Agency-wide retirement counseling and placement assistance program. A senior officer was assigned for this purpose from the Clandestine Service to the Office of the Director of Personnel, effective 19 June 1967. (Refs. 18-21)

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IV. The Retirement Counseling and Placement Staff.A. Research

The Agency, over a period of years, had searched for answers to various problems which had arisen in relation to retirement. These efforts were primarily carried on by committees or task forces. Once a major problem had been met and a plan developed to cope with it, there was usually a reduction in the number of individuals left to continue examination of the situation and to carry out the recommended action. Also, there was generally an overall cutback in effort.

This was to be expected with the shifting of priorities and emphasis in a growing organization. Residue matters of concern in the general field of retirement continued to plague the Agency.

There was a growing recognition of the need to prepare employees for retirement and the exasperating need to reduce the "hump" which resulted from the entrance on duty of a large group of individuals at the time the Agency was organized. With recognition of this need for expansion to carry out these increasing responsibilities, another all-inclusive effort toward answering the multiplicity of retirement problems was launched in February 1965 when the Director of Personnel instructed the Chief, Personnel Recruitment Division, to revitalize the outplacement efforts.

A concerted approach was made to propitiously handle marginal employees and to attack the hump. The Director of Personnel relocated the small Outplacement Branch, which had worked largely on "701" program cases, placing it in the Personnel Recruitment Division (PRD).

The Chief of PRD personally assumed the responsibility for providing special outplacement assistance to retiring employees desiring such help. He reassigned a Field Recruitment Officer to Headquarters to develop the job lead aspects of this effort, and used the PRD Personnel Recruitment Officers to assist in the development of openings as well as in aiding the placement of Agency employees within organizations where recruitment work was normally carried on. This reorganization in 1965 resulted in beneficial support to certain individuals desiring outplacement; often they were recommended for such assistance by the career services. (Refs. 13 and 14)

After approximately two years under this plan, it was concluded by Agency management that individuals were not being made aware sufficiently of the advantages of early retirement. There was no uniform approach throughout the Agency to providing guidance and assistance in preparing all levels of personnel for adjustments to retirement. A Civilian Reserve Directory was being maintained to be used in time of emergency; otherwise post-separation relationships were not maintained. It was further recognized that steps would have to be taken to help employees re-train or otherwise prepare themselves for assuming post-separation employment. All of these considerations caused the Director of Central Intelligence, the Executive Director-

IV. A. Research - continued

Comptroller, the Deputy Directors, and the Director of Personnel to consider that a broader Agency-wide program had to be conceived and developed in order to fulfill the Agency's intentions and the employees' needs for assistance in preparing to leave the Agency.

A senior official from the Clandestine Service was assigned to establish such a program in June 1967. (Ref. 21) He identified four areas where immediate research was essential: (1) desires of individuals, (2) concepts of management, (3) experience of outside organizations, and (4) literature written on pre-retirement, retirement, and post-retirement. Only by assembling the resultant facts and related information, and carefully analyzing them in relation to Agency requirements, could be built a proper foundation for a viable retirement program. A carefully selected staff with unusual qualifications had to be assembled to carry out this work and project the results into an effective set of plans.

Following a couple of months of informal discussions, extensive reading, and personal research, the Chief, RCPS, established a schedule in July 1967 for the creation, development, and testing of the Retirement Counseling Program. One to two years had been allowed by senior Agency officers for the establishment of a program. Therefore, the schedule was geared to completion in one and one-half years with the final six months for further testing and refinements. To pace the team, quarterly spheres of primary attention were identified and goals laid down within each. (Tab A, 1)

During the initial weeks on the assignment the above official held individual meetings with each Deputy Director and the heads of many of the Agency's Career Services. The nature of the responsibilities in each Directorate and the different types of individuals on duty in them conditioned the basic retirement concepts of each Deputy Director. In the Intelligence Directorate there is a desire to keep employees with great expertise at work beyond age 60; whereas, in the Plans Directorate there is a desire for a younger group of men with vastly different capabilities, plus mobility and action-readiness. The Science & Technology Directorate has a rapidly changing program with demands for a great diversity of skills; in the fields of these highly specialized skills there is a great competition for manpower and a more rapid turnover can be expected here than elsewhere in the Agency. The Support Directorate has activities which are routine headquarter Civil Service-type jobs and in other fields its personnel must be ready for immediate changes to meet sudden operational requirements. These points were brought out in conversations with the above and other senior officials in the various components.

Another area which had to be carefully examined in our research effort was the nature and extent of the retirement needs of our employees. Thus, a plan was made to de-brief all employees retiring during October, November, and December of 1967. As anticipated, this research into individual requirements produced an even wider spread of needed retirement information which would have to be assembled and prepared for release to our employees.

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IV. A. Research - continued

The third area in which research was carried out was with outside organizations in an effort to become more aware of what had been done in the past along the line of pre-retirement counseling by others which might be of value in pointing the way for the Agency Retirement Program. Initially, correspondence was sent to 25 large industrial and commercial firms, a few foundations, and one or two research centers. Later, 35 additional organizations were contacted in an effort to obtain further details of outside retirement practices. It is interesting to note that of these 60 well-established organizations only a half dozen were doing any pre-retirement counseling and this was generally in group sessions held a month or two before the employee left. The best example out of the group was the Bank of America. The President of the bank informed us that they had a pre-retirement program including meetings, individual counseling, and special ceremonies at time of retirement. A personal contact is made by a representative of the bank at least once a year after retirement. Also, the Bank President writes a personal note to each retiree of the Bank of America at Christmas each year. The information received from those organizations which had retirement programs was of value and has been woven into the Agency's program.

The fourth area of research in which the RCPS became involved was the identification and analysis of publications of all types having to do with the subject of retirement. This effort led us to The American Association of Retired Persons (AARP) which has a very fine library on the subject and educational facilities. AARP had been visited earlier by the Director of Personnel when he was considering the establishment of an Agency-expanded retirement program. The Deputy Director for Intelligence detailed a Librarian, from the CIA Library, to work with the RCPS in developing a retirement bibliography. From this rather large listing, periodicals, leaflets, booklets, and books of all types were examined. The result of this aspect of our research effort was the establishment of two Retirement Reading Rooms in which a selected collection of this material is available - one in the Main Headquarters Building and one in the Magazine Building for employees located in the Rosslyn area. In addition, an effort was made to obtain on loan various films which had been made throughout the country on the subject of retirement, for our examination and possible use in the program.

This research effort by the Chief, RCPS, and the officers detailed by the Deputy Directors was concentrated in the latter part of 1967; however, the constant need for examination and search for solutions to retirement problems as they arise will require continued research. Each officer was assigned an Area of Concentration for which he was responsible and a secondary Area in which he backstopped one of the other officers. This facilitated the concentration of information and material resulting from the research, and gave each officer two fields of increasing expertise as the Retirement Program evolved. (Tab A, 3)

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#### IV. B. Administration and Organization

##### Personnel

When the senior official from the Clandestine Service was detailed to the task of developing the Retirement Program, he was advised that a secretary and a staff of approximately ten people would be provided by the Office of Personnel. In the course of the first meeting after assuming responsibility for the Retirement Program, he was advised that the most urgent action on his agenda would be for him to find a secretary and other personnel. The ten individuals whom he assumed were ready for assignment to work with him would have to remain on their regular tasks until the Retirement Program was established.

Thus, the initial task was to locate and obtain the services of individuals who could assist in the development of the program. The Chief, RCPS, visited each Deputy Director explaining the purposes and needs, advising that since it was to be an Agency program each Career Service would have a vital part in it. (Ref. 23) It was desired that two senior officers well-informed and experienced in the Career Services of each Directorate be detailed to RCPS for one to two years. The Deputy Directors were most cooperative. Each provided a list of names from which the RCPS Chief chose two officers. This group of representatives gave RCPS built-in connections and rapport throughout the Agency's Career Services. The Director of Personnel initially provided one officer and somewhat later a senior assistant and a second officer. In addition, a secretary who had been located outside the Office of Personnel was accepted into the OP career service in September 1967 for RCPS.

The first detailed officer reported for work late in August 1967 and the last one arrived on 20 October 1967. These men had been chosen with an eye to problems ahead as well as having representative backgrounds cutting across the entire Agency. With each officer having been assigned two areas of concentration, the establishment of subject files and the routing of correspondence was organized accordingly and thus simplified. This assignment also made it possible for individuals with questions concerning retirement to be directed to the individuals most fully acquainted with the subject. This pattern continued into 1968 when plans and procedures were developed for individual counseling.

By March of 1968, a Retirement Counselor had been designated to concentrate on the employees of each Directorate. One Counselor was designated for DDS ("S"), one for DDI ("I"), one for DDS&T ("R"), plus the Director's Career Service ("E") and the Legislative Career Service ("EL"), and two Counselors for DDP ("D"). Each Counselor had supplemental activities such as the review of retirement literature or the development of articles and other publicity for the Retirement Program. (Tab A, 6)

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IV.B. Administration and Organization-Personnel - continued

On 9 November 1967, the Director of Personnel and Chief, RCPS, concurred in the transfer of the External Placement Branch, PRD, to RCPS where it was designated External Employment Assistance Branch (EEAB), thus placing the two officers and two clerks of that branch under the supervision of the Chief, RCPS. In the fall of 1968 a secretary was approved for the Retirement Counseling Branch, RCPS. The original Clandestine Service Retirement Counselor was shifted in July 1968 to EEAB and given the responsibility for developing job lead sources; the DDP provided a replacement as a Plans Directorate Retirement Counselor. In the summer of 1968, the Director of Personnel provided an officer to serve as the Second Counselor for "D" careerists.

The agreement with each Deputy Director was to the effect that as soon as ceiling could be obtained by the Office of Personnel for RCPS, officers detailed from the Directorates would be supported by the Office of Personnel under the new ceiling allocation. Although ceiling asked for and justified on a number of occasions, the requests were denied by the Executive Director-Comptroller. He decided that the Directorates would continue to support and participate in this program, and that ceilings would not be allocated for such assignments to the RCPS; he so advised the Deputy Director for Support. It had been further agreed with the Deputy Directors that in one to two years the original detailees would be returned to their parent offices, if they had not retired, and that replacements would be forthcoming if required.

When the first detailees to leave RCPS returned on 1 July 1968 to the DDI much of the groundwork had been covered in planning the Retirement Program and it was decided by Chief, RCPS, that a replacement would not be requested at that time. It had been thought from the outset that the staff of RCPS might eventually only require one detailee from each Directorate. Work-load analysis through March 1969 indicates that this probably will be the case and that personnel required to maintain the work of the Retirement Counseling will require one officer from each Directorate on a continuing basis.

Internal RCPS procedures and procedures between RCPS and other Agency components were created and recorded as the needs arose for understanding and clarification of interwoven responsibilities. This gave order to the evolutionary process and all procedures were added to the RCPS Manual of Procedures as they were drafted and published, thus permitting the RCPS officers to carry out their assigned responsibilities in an orderly fashion. (Tab A, 5)

Space

The Director of Personnel had arranged for one room in the Ames Building for the Chief, RCPS, for initial planning and to commence assembling the staff. When officers on detail arrived in August and September there was

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IV.B. Administration and Organization-Space - continued

obviously insufficient space for them to work and a large open area on the second floor of the Magazine Building was acquired where the team could meet and begin its activities. From September 1967 to February 1968, the group functioned as best it could in this space. Then in February partitions were erected and offices established for the team.

As a type of task force, RCPS was responsible for the development of the Retirement Program. It was not anticipated by those responsible for staffing RCPS that this initial group would become involved in the regular work of the Office of Personnel. However, after the transfer of EEAB to the supervision of the Chief, RCPS, in November 1967, the other RCPS officers became involved with individual cases which could benefit from the information being assembled by the Retirement Counseling Branch.

Individuals were referred to RCB by EEAB for additional assistance. Also, problem cases were passed to the Chief, RCPS, by the Director of Personnel when the latter was of the opinion that assistance was needed by some employee in the process of separation from the Agency. Although initially a few of these cases were returned for regular officers in the Office of Personnel to handle, it was eventually concluded that the most realistic course to take was for RCPS to do the best it could for our employees on retirement matters even though a full and regular program was not yet established. Thus, RCPS, after only a few months of early developmental activity, found it was carrying out regular Office of Personnel responsibilities.

The space originally allocated was laid out to accommodate group meetings and task-force-type activities. It was not laid out for effective consultation work. The Retirement Counselors were particularly plagued with this problem. Additional adjacent space was located and assigned in December 1968. This space was cleared and partitions constructed by the end of March 1969. Each officer serving as a Counselor then had a separate office.

Money

The funds for the Retirement Program were contained within the budget of the Office of Personnel, except for salaries and personal support of those officers detailed from the Directorates who were carried in their respective budgets.

The largest single expense outside of personnel salaries was the purchase of books and periodicals for the Retirement Reading Rooms and for the leaflets and handout material included in the portfolios for retirees and available for use by the Counselors in their discussions with employees. The Acquisitions Branch of DDI initially committed \$1200 for this purpose and an additional \$1000 was included as the requirement for FY 1970 at the request of the Office of Personnel. The senior assistant in RCPS who has served as registrar of the seminars and collector of documentation for the Retirement Program has been most effective in making direct overtures to both Government and private publishers for leaflets and handouts. In many cases she has obtained sizeable quantities of desired literature free of charge.

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#### IV. B. Administration and Organization-Money - continued

It was originally anticipated that payments to outside speakers at the various seminars might become a large budget item. However, about half of the speakers have been acquired from elsewhere in the Government, in which cases, naturally, there would be no charge. In the remaining cases, officers of large organizations, such as banks, have not charged for their services. Fees for speaking have thus been minimal, ranging from \$200 to \$250 for each seminar. One speaker who flies from the West Coast to participate has his flight expenses covered.

The need to capture and then maintain the interest of the employees in the whole field of retirement was a tremendous challenge. One simple step which it was thought would sustain employees, would be to provide an individual with a reasonably good looking, plain portfolio in which he could assemble information relative to his retirement plans and needs, in addition to the material originally contained therein. This the RCB placed in the portfolio to assist the individual in his retirement considerations. Refinements in the selection of items to be included in the separate kits in the portfolio cause the value of the total contents to change from time to time. By and large the contents cost between \$3.50 and \$4.50, and with the portfolio worth \$3.50, the total is between \$7.00 and \$8.00 per person. This expenditure is nominal when compared with the improved mental attitude toward retirement, and the enhanced sense of security in approaching retirement which in some cases has fostered early retirement.

#### Management and the Employee

Our research produced specific guidance having to do with management goals and employee desires. It was found that a major theme would have to be flexibility. Therefore, each Deputy Director was asked by the Chief, RCPS, to designate a Retirement Coordinator for his Directorate. These Coordinators made it possible for the Chief, RCPS, to review various segments of the program with a representative of each Directorate as the program evolved. This coordination allowed for adjustments of the various plans being developed in order to accommodate the unique requirements of each Directorate. As ultimately established, the Retirement Program is capable of satisfying the interests and requirements of the Agency. At the same time a wider variety of material, an assessment of possible job-lead sources, the availability for assessment and evaluation, the early counseling and availability for employees to walk in with retirement problems, and a follow-up arrangement to ascertain satisfaction of retirees in their retirement status, have been worked into the program. It is believed that in this manner the desires of both management and employees have been taken into account.

For example, RCPS found that many employees had only slight and sometimes erroneous information concerning the CIAR&D System. To help the employees and save time of supervisors as well as Retirement Counselors, RCPS

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IV.B. Administration and Organization-  
Management and the Employee - continued

prepared and published a CIA Retirement and Disability System Question and Answer Booklet. Approximately 3,600 copies were initially distributed. (Tab A, 4)

One of the major concerns was to maintain a proper balance between staff assistance and employee responsibilities in all retirement matters. The ultimate program was intended to be conducted as a centralized responsibility in the Office of Personnel. So, in essence, it is a staff-type operation geared to the supervisory and career service activities and desires of the many components of the Agency. Instructions were given to the Retirement Counselors to set up a regular monthly review of procedures with Career Service Officers in their Directorates.

The Career Services were advised by the Chief, RCPS, that no consultation would be scheduled by a Retirement Counselor without prior clearance with the appropriate Career Service, even if the individual was interested in early retirement or separation from the Agency and in need of external employment. It was the policy of RCPS to provide information on any retirement matter to any employee whether contemplating retirement in the near future or not. Thus, walk-ins were accepted and encouraged. This was a part of the effort to eliminate from individuals' minds real or imagined retirement problems. If a Retirement Counselor became aware of the desire of any employee to separate early, details of the consultation were maintained in confidence; the employee was always advised that he must consult with and have the prior approval of his career service before he could be assisted by RCPS with job leads and directly related help. Also, the Career Service and command component responsibilities for the management of personnel were respected.

The efforts of the Retirement Counseling Branch and the External Employment Assistance Branch complemented the desires of any Career Service wherein assistance was requested by it.

Employee participation was sometimes difficult to obtain. It had been found that repeated discussions with Personnel Officers, Supervisors, and Career Service Officers were necessary in order to obtain their cooperation and support in keeping their employees alert to the potential advantages of the information and assistance which RCPS had to offer. Even this procedure did not remain continuously active.

Thus, Agency Bulletins, Notices, Bulletin Boards, the Support Bulletin, and personal letters from the Chief, RCPS to employees in the zone of retirement consideration had been used as media for placing retirement information before employees on a planned basis. The number of employees counseled increased as did the number given assistance in post-Agency employment. The participation in seminars was satisfying. All employees at Headquarters and scheduled for retirement in FY 1968, 1969, 1970, 1971, and 1972 were invited to one or more retirement seminars. (Tab A, 7)

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IV.B. Administration and Organization-  
Management and the Employee - continued

In furtherance of the general Agency policy permitting and in some Directorates encouraging early retirements, the Chief, RCPS, on being assigned the responsibility for the Retirement Program, was given the responsibility to develop retirement incentives. Seven staff efforts were conducted in this field and in the spring of 1968 three completed staff studies with recommendations were forwarded. One was a program which is now loosely titled "The Take Stock Plan." This incentive suggestion was accepted by the DDS and passed to his Special Assistant for Special Studies for extended consideration and, if possible, ultimate Agency application. The second incentive was a staff study proposal for a CIA Active Reserve. This proposal was ultimately considered by the Executive Director-Comptroller at a meeting with the Deputy Directors, at which time it was, in principle, considered favorably, but put on the shelf because of the requirement for funds and the related need to discuss it with the Bureau of the Budget and the Civil Service Commission. It did not seem the propitious time to take these additional steps.

The third incentive plan carried the recommendation that the Agency initiate a program of retirement with re-employment rights (i.e., trial retirement). This plan was considered favorably, but since it was hoped that other personnel management efforts would result in an increase in the rate of retirement, this plan was held in abeyance. (It may be activated later if other efforts for stepping up retirement are not sufficiently effective.)

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IV. C. Retirement Plans Conceived.

The Agency's concern with the hump has inspired repeated attempts to establish a more normal configuration of the manpower profile for the Agency. As early as September 1955, the CIA Career Counsel examined early retirement possibilities as a means for reducing the hump. By December 1957 the Inspector General reflected his concern and began a cycle of accelerated retirement considerations. Then, in the late 1950's, with the assistance of the Legislative Counsel, a Retirement Program was proposed with Congressional support and proposed legislation, but action was not completed. By 1960 to 1962, our attention was focused on the newly established Agency Retirement Board [REDACTED] dated 5 January 1960) and policies relating to optional retirement.

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The Agency required more definitive information concerning projected retirements and what an early Retirement Program would mean in terms of costs. To assist in this analysis, [REDACTED] and in May 1959 produced the "Actuarial Report on Proposed Agency Retirement System." This information was ultimately used in support of the Agency's legislation which established the CIA Retirement and Disability System in October 1964. (Ref. 8 and 9)

25X1A

Heads of Career Services and other top Agency management officials were encouraged as early as 1958 by the Director of Central Intelligence to increase their efforts at selected-out placement in order to improve the professional level of the Agency's work. It was not until February 1961, however, with the issuance of [REDACTED] that a concerted program was launched. This arrangement, which carried through 1964, did identify a number of marginal employees and facilitated their separation from the Agency. This effort called for renewed energies and a creative approach by the Office of Personnel to assist individuals placed in the "701" program in locating employment elsewhere. (Ref. 27)

With the establishment of the CIAR&D System in 1964 permitting and encouraging early retirement, it became incumbent upon the Director of Personnel to relate the out-placement efforts in support of persons selected out to the requirements for second careers exhibited in the requests of those choosing to opt out prior to mandatory retirement at age 60 or 62. At this point the Director of Personnel re-constituted the small Out-Placement Staff as the External Placement Branch and located it within the Recruitment Division. A former Recruitment Officer was brought to Headquarters to head the job-location effort. As an "out-placement" function, this work had been transferred to PRD in February of 1965, and from that date until November of 1967, the Chief, PRD, served as Chief of Retiree Placement Services. Thus, the primary thrust of the Agency's work to help retirees, until 1967, was that of external placement including assistance, guidance, and counseling related thereto. (Ref. 13)

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#### IV. C. Retirement Plans Conceived - continued

The decision to create an overall retiree placement and counseling program in August of 1965 was not followed immediately with any re-examination of broad Agency requirements. On 15 November 1966, the Director of Central Intelligence, in a meeting with the Executive Director-Comptroller, requested that the latter examine the so-called "Out-Placement" program "to ensure that we had a good and effective program." This was discussed with representatives of the DDP, DDS, and the Office of Personnel that same day and a follow-up memorandum was forwarded to the DDP and to DDS on the subject of a rejuvenated and expanded Retirement Program. (Ref. 17)

As a follow up to this meeting, the Director of Personnel prepared a paper portraying a new outlook and a broader base for retirement counseling to be provided our employees. This presentation was distributed on 20 December 1966. It reflected a concern for stepped-up retirement from among the employees who could opt out under the CIAR&D System. On 27 February 1967, the Executive Director-Comptroller requested urgent action be taken to support an expanded retiree placement and counseling program. The result of this request was the preparation of a memorandum by the Director of Personnel describing the functions which such an expanded program might include and a second memorandum in April 1967 describing a projected organization and staffing arrangements to handle the program. (Refs. 18 and 19)

Thus, the plans of the Retirement Counseling and Placement Staff were conceived on the predication that the Retirement Program would include (a) pre-retirement preparation, (b) assistance at time of retirement, and (c) post-retirement accessibility. The phases of the work as conceived would be inherently flexible so that they would meet (a) the desires of senior management, (b) the requirements of the 23 Career Services, and (c) the unique needs of our retirees. Within the above framework the retirement plans were conceived by the RCPS to include:

1. Wider dissemination of retirement information to all employees;
2. Group counseling on matters relating to retirement as early as mid-career, but concentrated in the last five years;
3. Individual counseling for any employee having a problem relating to retirement (not merely to those employees wishing external employment assistance at time of retirement);
4. Counseling for all employees on a scheduled and categorical basis commencing five years prior to separation;
5. Assembling two reference collections for the Retirement Reading Rooms and providing special information on various problem areas as handouts to retirees in the zone of retirement consideration;
6. In the case of married employees, inviting spouses to participate in group counseling and, if desired, in individual counseling with the employee. Spouses should also be permitted access to Reading Room collections of retirement information and unclassified literature presented to the employee;

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IV. C. Retirement Plans Conceived - continued

7. Services responsive to the requirements of the Career Services and to any special cases referred by senior officials of the Agency or the CIA Retirement Board;
8. Assistance to each individual separating from the Agency in the preparation of a statement covering Agency employment;
9. A "job-search" program developing pipelines to potential vacancies in organizations interested in Agency-type personnel. Employees in need of post-Agency employment must be given assistance in the development of general personal history summaries and specific resumes to be used in job applications; and
10. Steps to bring to the attention of all employees who could opt out, information related to specific job leads which come to the attention of RCPS.

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IV. D. The Retirement Program.

The CIA Retirement Program as it existed under the aegis of the Retirement Counseling and Placement Staff (RCPS) includes the following activities:

Individual Counseling (Tab B, 6)

1. At 55 years of age, five years prior to early retirement or as soon thereafter as possible, if not available for the scheduled counseling, this basic review and consultation is conducted. (Tab B, 5)
2. Cases referred to RCPS by career services, senior officials or the CIA Retirement Board are given special counseling assistance.
3. Employees who may not be in the zone of retirement emphasis but still have questions concerning retirement are also counseled.
4. A&E testing and OMS services are offered. (Tab A, 5)

Group Counseling

1. Retirement Information Seminars are organized to present information as a stimulant and an orientation to retirement thinking, which information can be effectively presented in large-group fashion. It is the "Five-Year" kick-off to retirement planning. (Tab B, 1 and 2)
2. Special Seminars treat in greater detail subjects for which there has been a declared need. They are more personal and usually will be smaller groups. They may be presented any time from mid-career on. (Tab B, 3)

Information Dissemination

1. Agency Bulletins and Notices, Office of Personnel Memoranda for personnel officers, placards, and Bulletin Board notices are published for conveying spot information to employees. (Tab A, 7)
2. Articles and question and answer inserts have been included in all 1968 issues of the Support Bulletin and will be in subsequent issues. These are in the realm of detailed discourses and explanations of retirement matters of current interest.
3. Special informational booklets on the CIAR&D System and on retirement information with a broad interest base are produced. (Tab A, 4)

Reference Literature

1. Following a selective compilation of a list of retirement literature, two reference collections of retirement documents were assembled for the Retirement Reading Rooms.

IV. D. The Retirement Program - continued

Reference Literature - continued

2. Handout leaflets and pamphlets are maintained to augment the counseling.
3. A portfolio of kits of informational material illustrative of the major areas of retirement interest is given to each employee as he enters the zone of retirement consideration - prior to participating in the general Retirement Information Seminar.

Post-Agency Documentation Assistance (Tab A, 2)

1. Summary of Agency Employment assistance is given during the interim period pending the establishment of the Agency SAE System.
2. Personal History Summary assistance is given for all desiring post-separation employment.
3. Resume(s) as a part of the job application procedure are developed with the employee.
4. Guidance is provided in preparing a resume with letter of transmittal or a resume-type letter when application for a position must be via correspondence.
5. A SF-171 for those anticipating re-employment in the Government, particularly resignees, is a must and instructions and review are provided.
6. A letter of commendation for reference purposes is provided if requested by the employee.

External Employment Assistance

1. Job-lead sources are opened where the potential for employment of Agency-type personnel exists. (Tab C, 7)
2. Openings are compared with retirement dossiers in order to alert possible candidates. (Tab C, 1)
3. Selected openings are posted on Bulletin Boards for the attention of retirement eligibles. (Tab C, 10)
4. Job-lead plans are worked out with each employee who has requested external employment assistance.
5. Names, addresses, and introductory information are provided the employee who has the ultimate responsibility for placing himself.

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IV. D. The Retirement Program - continued

Post-Retirement Activities

1. Individuals are supported through responses to outside investigative agencies or employers, both in person and through correspondence. This includes length and nature of employment.
2. A six-month follow-up letter is sent confirming Agency continued interest in the individual and soliciting information concerning employment status, as well as problems or other matters on which we might be of assistance. (Tab C, 14)

RCPS Management and Programming, other than above

1. Regulatory documents were reviewed and proposed changes submitted.
2. Proposed retirement incentives, with supporting staff studies, have been forwarded with recommended action.
3. Retirement problems and new endeavors were coordinated with appropriate Agency elements, and solutions or adjustments were developed.
4. Research was continuous in RCPS, including attending outside courses on the subject of pre-retirement counseling and attending special meetings and discussions on aspects of retirement. Outside organizations were repeatedly solicited for their experience and current practices in search of improved counseling and external assistance practices.

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V. The Retirement Counseling Branch

A. The Dissemination of Retirement Information

One of the paramount wishes of employees leaving the Agency, in the fall of 1967, was to have had access to retirement information of all kinds. This they did not have for a number of reasons. Part of the difficulty was found to be the employee's own fault for not asking questions. It was also found by the Chief, RCPS, and the Retirement Counselors, in the process of their research in preparing for the Retirement Program, that dissemination of information which could have been routinely passed out by the Agency was not disseminated.

A collection of material having to do with the second careers and outside employment was set up on a table in the Library, but it was noted that most retirees were unaware of the existence of these documents. Also, an effort had been made through a special issue of the Support Bulletin, in 1965, to give a wrap-up summary of retirement information. A number of the items treated in this Support Bulletin included information which was soon out of date; also, it concentrated on "in-house" type of information and contained very little material to prepare the employee for the psychological problems of approaching retirement and post-retirement life.

Thus, one of the first decisions reached by the team was to prepare a general booklet on retirement information and produce other special techniques for getting pertinent retirement information before our employees. An agreement was reached with the Managing Editor of the Support Bulletin to have one or more articles, as well as information in the Question and Answer section, in every Support Bulletin covering some aspect of retirement information.

From the earliest days of our research efforts, it was apparent that some agreement as to terms would have to be reached. "Resume," "summary," "curriculum," and "personal history" were used interchangeably and inconsistently. Therefore, a retirement vocabulary of a few basic words and terms was established so that written material, discussions, and briefings would be clear. (Tab A, 2)

Agency Bulletins were planned and disseminated advising employees of the general Retirement Program and specifics concerning seminars. A "CIA Retirement and Disability System Question and Answer" booklet of 170 questions and answers was prepared during 1968 with extensive Agency coordination and assistance, and was issued in March 1969. (Tab A, 4)

In an effort to make the Retirement Program a more personally oriented effort the Chief, RCPS, on occasion wrote informative letters, individually addressed, to selected groups of pre-retirement employees or those at an age or status in the Agency where some special type of information, in a seminar, would be of value to them. The CIAR&D System Question and Answer booklet was disseminated throughout the Agency. A copy was either given personally to every individual who is in the CIA Retirement System, or placed in his "soft" file, if he was not in Headquarters.

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V. The Retirement Counseling Branch - continued

A. The Dissemination of Retirement Information - continued

The Retirement Information booklet, although developed and in its third draft, had not been published by March 1969.

Retirement Handouts

One means for providing researched information and background material about areas where retirement problems repeatedly arise is in the use of pre-printed items. Thus, during the initial concentration on research and re-checks on a continuing, recurring basis, officers of RCPS are constantly on the lookout for up-to-date items which will help our employees with retirement problems. It has been, as mentioned elsewhere, a policy of RCPS to have an "open door", walk-in arrangement where assistance on retirement matters would be given to any employee. In this way we have helped individuals who are doing early planning, such as launching themselves in a franchise arrangement.

We have also provided guidance which has assisted individuals in home planning and house construction--a couple having elderly parents living with them may need to consider special care or attention. Assistance has been provided those who are in need ultimately of augmenting their post-separation income; inquiries about insurance and investing have been supported with hand-out materials. This continuing effort caused RCPS and, in particular, the Retirement Counseling Branch to maintain pre-printed leaflets, small pamphlets and other pertinent materials for issuance to the employees. RCPS has developed additional items such as a straight "2% per year annuity computation chart," guides for pre-employment planning (second career), and a "Record of My Important Papers" form notebook as further aids for our employees. (Tab B, 7 and 10)

Portfolios

The predominant amount of material given employees is unclassified. This has made it very convenient to convey retirement information to dependents. Every employee will, at some time, be invited to take part in a general Retirement Information Seminar. Prior to the Seminar, he is presented with a portfolio containing ten or a dozen kits of unclassified literature covering various areas worthy of consideration as one approaches retirement. This kit is considered a basic collection to help the employee and his family. He is expected to read this material and, if married, to discuss it with his spouse so that questions can be asked during the seminar. Further, it is realized that many of our employees remain in the field for long periods of time. The Chief, RCPS, discussed this situation with numerous Agency officers and came to the conclusion that the effort should be made to transmit copies of the portfolios and typed speeches given at the seminars to all but the smallest field stations. This material, in essence then, will become a small reference library for such groups of Agency employees who are away from Headquarters. Even though all of this material is unclassified, it could possibly indicate some type of Agency relationship with a station and instructions have been issued to keep this collection out of view to any but Agency personnel.

V. The Retirement Counseling Branch - continuedA. The Dissemination of Retirement Information - continuedFilms

One means of conveying information concerning retirement to our employees is through films. Approximately thirty films of all types for possible use in supporting RCPS counseling efforts were seen and studied. RCPS, unfortunately, has found the field to be widely lacking in good, constructive material. One category of films which was examined over the year and a half of RCPS operations was the documentary type. Ten films of these were borrowed from colleges, universities, or research centers. They seem to concentrate on the old, old individual capable of doing nothing but sit on the park bench or fish. The emphasis projected was that individuals should never find themselves doing this, but there was too little constructive information about how to avoid falling into this pattern.

Another category of films was what might be called the "advertising type." These we obtained from investment and insurance companies. Most of them were found to be too promotional with not enough solid preparatory type of information.

The third source was the commercial film distributors. These films were well characterized and organized, but they usually over-emphasized the theme of getting old. Again, constructive information on what one might do as one became older to make his life continue to be profitable or of personal benefit to the individual was seldom given prominence. Of all the films previewed, only one was considered to be sufficiently effective and applicable to our needs. This film has been shown in two of our seminars with mixed reactions from the viewers. As of March 1969, a real question has now been raised as to whether even this film should be withdrawn from regular use in furthering counseling efforts.

Retirement Reading Rooms

One other means of making retirement information available to our employees was through the library technique. Thus, one of the first steps taken by the Chief, RCPS, was to obtain the services of a CIA Librarian in the fall of 1967. This Librarian was scheduled for retirement within a few months and had a built-in personal interest in our efforts. She developed a very fine, extensive list of retirement books and periodicals. From the list, a good basic reference collection was acquired.

In order to highlight this reference material and provide for its use, RCPS was able to acquire one room in the Main Headquarters Building to house this collection and to serve as an office for the senior assistant in RCPS who serves as controlling officer of the collection. She acquires new documents and manages their issuance in support of the retirement program. A second room was acquired in the Magazine Building for the same purpose in order to serve Agency employees working in the Rosslyn area. These two areas are the designated Retirement Reading Rooms and the reference collections in them are available to all employees.

V. The Retirement Counseling Branch - continued

A. The Dissemination of Retirement Information - continued

Approval was obtained from the Office of Security for spouses of Agency employees to come to the Retirement Reading Room in the Rosslyn area as visitors, if any employee desires to have his spouse make use of this material.

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V. B. Group Counseling

General Retirement Information Seminars

The predominant number of retirees, it has been found, are in need of retirement guidance. It is equally true that a goodly number of these are not aware of their needs. They quite frankly tell the Retirement Counselors that they don't have any problems which would warrant their taking part in a Seminar. Time and again these same individuals have contacted RCPS after a Seminar stating that they were quite wrong in their original judgment and benefited from the information obtained through the Seminar.

The Retirement Information Seminar series was prepared to launch the Retirement Program with employees as they reach the zone of retirement. This timing factor is very important. It has been found that many of our retirees have problems which will take a long time to solve, or wish to enter second vocations which could take a long time to answer or to prepare themselves for entering. Thus, it has been concluded that at a point five years prior to retirement a General Information Seminar touching upon the major areas of retirement interest would be necessary and of real value to our employees. With a policy of retirement at age 60, this has meant that during the year in which an employee reaches 55 he was personally invited by the Chief, RCPS, to attend the Seminar. (Actually, since RCPS was functioning in an interim period, those who were invited had reached 60 years of age in FY 1968, 1969, 1970, 1971, and 1972. The group who will reach 60 in FY 1973 and 1974 will be invited to this general seminar in the fall of 1969. From that point on, one seminar will be given each year beginning with the FY 1975 class which will be invited in 1970 to take part in the seminar.) (Tab B, 1 and 2)

The speakers were selected after many examinations by members of RCPS. Every speaker who was finally invited had been observed in action in advance by one or more members of the staff and, of course, was contacted in person. Following this personal contact and having watched the individual in action, an effective group of speakers was picked. The critique sheets submitted by the employees participating listed the seminar, by and large, as excellent and very good. In the first running of the seminar there were only two ratings of average, and in the second running of the seminar there were two average and one fair rating.

The manner in which the speakers put themselves and their information across to the assembled group varied. The constructive suggestions relative to each speaker which were submitted at the end of each seminar by those present has permitted RCPS to weed out the weaker individuals and replace them with newly located persons. At the present time there is one woman - highly placed in the Government - and about one half of the speakers are senior Government officials; the remaining guest lecturers are specialists in their fields of work and come from banks, investment companies, and that type of organization. One speaker has proven to be so effective that we now pay for his flight to and from the West Coast.

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V. B. Group Counseling - continued

Special Seminars

Some areas of retirement consideration which can be treated in small groups better than in individual consultations and yet cannot be handled with maximum effectiveness in a broad seminar, such as the Retirement Information Seminar. It was decided that special seminars would have to be arranged for smaller groups with a specific need or a dominant interest. Individuals being counseled as well as participants in the general seminars indicated a strong interest in this type of approach. Out of an audience of 315, 84 wanted a seminar on teaching and administration, and 63 wanted a seminar on selling. On a basis of priority, it was decided that a special seminar on "Financial and Estate Planning" would be given at the earliest opportunity. It was developed during the fall of 1968 and was conducted for the first time in March 1969. Although it was conceived that 300-350 individuals might desire to take part, many more than the number which the auditorium could seat (499) called and asked for reservations. This dictated the necessity for a re-run even before this first seminar was given. (Tab B, 3) (The re-run of this seminar will be held in May 1969.)

Although financial planning and management of personal estate matters were subjects about which many employees knew very little, other related subjects were also problems for our employees and were, therefore, included in this seminar; namely, taxation, insurance practices, and property ownership.

An important consideration on this particular seminar was the proper identification of the target group. The conclusion reached was that if this information was to be of maximum benefit it would have to be given early enough in a person's career to permit him to attack his related problems systematically. Mid-career was judged to be the optimum time. Thus, the Chief, RCPS, sent personal letters to the 272 employees who would become 40 years of age during the calendar year 1969, and were currently in the Headquarters area. These individuals were also invited to bring their spouses.

An Agency-wide Bulletin to all employees opened the doors to any who had an interest in the subjects being presented, as long as they could be accommodated.

Other Special Seminars

Other areas requiring special consideration and believed suited to small gatherings included selling and teaching. Sufficient numbers of employees being counseled surfaced interest in these two fields that it was considered essential to start planning them, although they were not as urgent as financial and estate planning. Research and extended discussions with individuals who have presented courses in these areas

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V. B. Group Counseling - continued

Other Special Seminars - continued

indicated it would be advisable to make our presentations basic rather than detailed and specific. Thus, the approach was to be one of helping employees sharpen their focus on current possibilities and demands in selling and teaching in order to arrive at a determination that they truly were interested in teaching or selling.

Once an individual had re-affirmed his decision after consultation with professional advisers, he would be directed to appropriate outside organizations for the training which might be required to prepare for the chosen work. An employee would go to an organization that trains people in the legal and business aspects of real estate selling, for instance, and assist in the acquisition of a certificate to sell real estate. The same referral practice would be true in teacher-training. The Agency is not in a position to do other than advise an employee where he might acquire necessary instructions and credentials.

As of March 1969, none of these particular special seminars had been organized and presented.

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V. C. Individual Counseling

Initial Consultation

There is a diversity of problems which might require the attention of our employees as they prepare for retirement. It seemed appropriate to surface for consideration with each individual a basic set of information, leaving the details of areas in which a unique requirement existed to be developed during the consultation. Therefore, a Retirement Counseling Questionnaire was prepared as a checklist for the Counselor. As experience was gathered in its use, adjustments were in order, and by March 1969 it had undergone its second major revision. At the present time, it serves as an excellent device for guaranteeing the thoroughness of the counseling effort. The questionnaire is prepared in such a way that the Retirement Counselor may use it as a stimulant for surfacing the many areas which may or which have been considered by an employee as important or relevant. Nevertheless, this device permits the Retirement Counselor to approach all areas, including some which may be touchy or sensitive to an individual employee in a matter of fact way. (Tab B, 5)

Scheduled Consultations

Persons looking for retirement consultation fall into three groups.. The first is the regular, scheduled, retirement consultations and these are arranged during the individual's birth month in the year in which he becomes 55. If, however, it is determined that the employee may be retiring early, he will be invited for a consultation with the Career Counselor of his Directorate at a convenient time. In the case of decisions to retire suddenly, or in the case of individuals assigned away from Headquarters until near the time of separation, the Counselor will condense his counseling service and seminar assistance.

It was planned that each employee would have the opportunity for two or three consultations during the course of his last five years in the Agency. Until March 1969, as a matter of record, the Retirement Counselors held an average of two and one-half meetings per retiree in addition to numerous phone calls in most cases. These extra sessions are normally follow-up meetings to permit the employee to assemble certain personal records for further consideration or for the Counselor to assemble background information. Helpful material may not have been readily available initially to assist an employee in obtaining information about one or more questions which may have arisen during the consultation. (Tab B, 6)

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V. C. Individual Counseling - continued

Career Service-Early Retiree Assistance

A second group of retirees are the early retirement cases wherein RCPS has been requested to assist an employee usually by his Career Service, but occasionally on his own. In most of these cases external employment assistance is required and the counseling needs have usually been rather specifically identified by the Career Service and passed to RCPS prior to the arrival of the employee for consultation.

Walk-In Requests for Retirement Information

The third group that the Retirement Counselors handle covers what may be referred to as "walk-ins." It is impossible to list the multitude of reasons which bring our employees to RCPS during the course of their careers in the Agency. Nevertheless, the numbers of individuals making use of this service has been growing steadily. On occasion there have been as many as six or eight walk-in cases a day. Some of these are handled by phone, especially when a good deal of research is involved, but at least half make the trip to the RCPS offices in person. All the facilities of literature and counseling ability of the group of counselors is brought to bear in order to assist an employee. However, each Retirement Counselor attempts to handle the employees of his Directorate, if at all possible.

Pre-Consultation Checks

Prior to any consultations, other than walk-ins, the Retirement Counselor involved clears the planned interview with the responsible Career Service. This permits the Career Service to advise of any unusual aspects worthy of note relative to the handling of the individual. This permits the Counselor to augment career service intentions and plans relative to the nature and timing of the individual's separation from the Agency. It also permits the Counselor to be made aware of unusual medical or financial problems wherein the employee may need specific attention. This permits the Counselor to assemble necessary material and information in advance. Thus, the consultation becomes more meaningful to the employee.

In addition to the Career Service, the Counselor always checks in advance with the Special Activities Staff, OP. During the summer of 1968, the Chief, RCPS, negotiated with the Chief, SAS/OP, a simple system ascertaining any SAS interest in a retiree coming for consultation. Thus, we can become aware of any special cases requiring delicate handling, a general approach without detailed consultation, or a complete abstention from contact by the Retirement Counselors. (Tab A, 5)

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V. C. Individual Counseling - continued

Supplemental Material Used in Consultations

In the process of aiding employees as indicated earlier in this paper, materials have been assembled which can be given to the individual when the need arises. It is not necessary that this material be returned. It is considered as information which augments the counseling in assisting the employee as he approaches retirement.

If it is determined by the Retirement Counselor that the employee is in any way interested in post-separation employment, the Counselor will produce a copy of the External Employment Assistance Information Sheet. (Tab C, 3) This sheet is discussed with the employee and he is informed that before assistance can be given him by the External Employment Assistance Branch he must respond to the points on the sheet. The three points involved are: (1) where does the individual wish to work; (2) both generally and specifically, what does the individual wish to do; and (3) what salary range, from minimum to maximum he feels he must receive for employment. The employee is advised to return this sheet to EEAB when ready to discuss his desires relative to external employment.

The Counselors find that in the majority of cases individuals have not maintained any close accounting as to the location or nature of important documents which they should maintain in an accessible location. Therefore, the "Record of My Important Papers" loose-leaf booklet prepared by RCPS is handed to each employee during his consultation. This sets forth a comprehensive listing of all types of important papers which should be maintained in support of regular planning and be available to assist in time of emergency. (Tab B, 10)

Retirement Counseling Branch Records and Control

When RCPS becomes aware of an early retirement case or notes from the Career Service machine list that an employee has reached age 55, a retirement dossier is prepared for him. This dossier is used for holding information regarding the employee and his retirement. It includes copies of memos for the record prepared as a detailed statement of each major consultation. It, therefore, contains the nature of his retirement problems, the type of assistance given him, and a record of correspondence carried out in relation to him. The dossier is normally established by the Retirement Counselor when the first consultation is being planned and when the Biographic Profile is obtained for the folder. The dossier remains in the Dossier File System within the Retirement Counseling Branch until one year after separation, at which time it is destroyed. However, if the employee indicates any interest in external employment assistance, at the time RCPS becomes aware of this interest, the dossier will be transferred to the custody of EEAB for succeeding action. Thus, the collection of indexed dossiers in EEAB is part of the RCPS Dossier File System.

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V. C. Individual Counseling - RCB Records and Control - continued

In order to maintain appropriate records on our employees receiving retirement assistance and/or detailed consultation, a retiree control card has been established on a Wheeldex. The information is posted by the RCB secretary as furnished her by the Counselors. It is transmitted on a simple one-sheet ditto form which is used by RCB and EEAB. This Wheeldex system permits RCPS to maintain a limited record of assistance given each retiree.

On the Wheeldex are kept cards on employees five years prior to separation and through the first year after separation. As a retirement dossier is destroyed, certain final information from the dossier will be transmitted to the retiree's Wheeldex card, which card then will be removed and placed on a second Wheeldex. It is expected that in this manner a simple reference record can be maintained from a point five years prior to retirement to a point ten years after retirement on RCPS (RAD) assistance to Agency retirees. (Tab B, 9)

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V. D. Statistical Analysis, Projections, and Records

It was found necessary to know the numbers involved in order to project counseling requirements as well as plan seminar programming. It was important for RCPS to determine the types of individuals approaching retirement with a breakdown by Career Service and Directorate. Analysis covering the five-year span has permitted a careful scheduling to ensure that the opportunity, for assistance in planning for retirement, be given to all employees. Adjustments in scheduling were made for those who are overseas, those otherwise not available in the Headquarters area, or those who require special handling due to contract or Agency status, who had to be protected and given special consideration. Arrangements for these individuals to receive retirement information and individual counseling has been arranged with the Career Services and responsible components. With the Office of Personnel machine lists in hand, it was possible for the necessary controls to be established. Thus, during the last five years prior to separation each employee will receive the support he desires in the area of RCPS responsibilities.

Individual records as well as lists of employees in groups are checked with the Career Service to make certain that unusual cases requiring special treatment, particularly as a result of sudden decisions relative to separations or cases calling for extension, can be properly monitored.

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V. E. Monitoring System for Extension Cases

In February 1968, RCPS was assigned the responsibility by the Director of Personnel to monitor all requests for extension of employment beyond the scheduled retirement. This responsibility was placed in the Retirement Counseling Branch, RCPS. An internal procedure was established and a schedule set which would permit routine monitoring. The schedule is coordinated with the various Career Services on a monthly basis. This monthly re-check follows a joint annual examination in October of each year, by the Retirement Counselor and a Career Service representative, of the case of every individual scheduled for retirement in the succeeding calendar year; i.e., October 1968 for CY 1970 retirees.

Individuals are identified as being considered or not for extension in the annual assessment. Any change of that assessment noted during the monthly re-checks is forwarded monthly to the Executive Secretary of the CIA Retirement Board for any necessary follow-up action. The Agency policy, as initiated by the Director of Central Intelligence, permits the ultimate decision which must be made by him to be conveyed back to the employee involved at least six months prior to his scheduled retirement date. It is intended that an extension may be submitted for either compassionate reasons on the part of the employee or due to an Agency requirement for his services by the Career Service if he cannot be replaced in time. He must be given a timely notification, especially in those cases where the DCI must turn down the request for extension. It is considered that this system will permit the employee sufficient time to make personal adjustments and where necessary to locate outside employment if the request for extension is refused. (Tab B,8)

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VI. External Employment Assistance Branch.A. Re-Orientation

The concepts of the Director of Personnel and his senior officers and Agency management for a number of years focused upon the need to assist Agency employees in establishing second careers and in obtaining appropriate positions outside the Agency. This emphasis was solidified with the establishment of the Out-Placement Activities in the Office of Personnel in support of the "701" program.

In the period from 1960-1965, an awareness grew that assistance just prior to separation in locating outside employment was not a sufficient answer for the assistance which should be provided for the Agency. The Chief of the Personnel Recruitment Division was asked to re-examine the out-placement effort and to consider ways and means of providing related counseling and more effective external placement support to Agency employees other than those applied in the "701" program. Recommendations evolving from this new concentration of attention resulted in suggestions for early counseling and recommendations for presenting retirement information to the employees which might be of value in preparing to retire. Thus, the period from 1965 to the spring of 1967 saw a re-awakening of interest in retirement matters and a promulgation of various proposals for more effective handling of those individuals desiring external employment.

In an effort to eliminate the negative image which had arisen as a result of the Out-Placement Branch handling "701" separatees, the name of this branch was changed to External Placement Branch.

In November 1967 the Director of Personnel transferred the External Placement Branch from the supervision of the Chief, PRD, to the jurisdiction of the Chief, RCPS. This action paved the way for still another re-examination of the external placement program and resulted in a re-orientation of emphasis and direction.

The officers in this branch had been in the practice of offering maximum support to any employee who requested assistance in locating an outside position. This intention was good, but the means for carrying it out proved ineffective. The technique applied was a type of shot-gun approach. All conceivable outside organizations in the area being considered, that might have any interest in an individual with the qualifications of the employee being assisted, were approached by the Agency. An extensive effort was put on these cases including in some instances mailing as many as 200-300 letters and copies of resumes. This was a burden on the Printing Services Division, OL, and too impersonal and broad an approach to bring about the desired results. In many cases not a single favorable response was received.

Having an Agency Personnel Officer sign and mail the letter, with resume, possibly had a negative affect on the recipient. It was considered much

VI. A. Re-Orientation - continued

more effective for the employee to prepare his own letter with an attached resume which the Personnel Officer had helped him draft. A related conclusion was that this branch should not be called the External Placement Branch since the ultimate action was not one of the Agency placing the individual, but rather one of the employee placing himself. Thus, a new procedure was launched wherein assistance would be given the employee in the development of his resume and in providing job leads; but the responsibility for direct action was the employee's. In RCPS this is now referred to as the "rifle approach."

Upon taking this new direction in assisting our employees, it was conceived by the Chief, RCPS, that a more appropriate title for the branch would be the "External Employment Assistance Branch" (EEAB). Thus, highlighting assistance to employees in both locating job leads and in helping them to become placed.

Another development conceived for EEAB was a pipeline system. Thus, action was taken to locate and develop communication arrangements with job lead sources. The concept was to locate and open those organizations which had a potential interest in the types of employees separating from this Agency. Applying this technique it was possible for RCPS, and the EEAB Officers in particular, to explain to one or more senior officers of an outside organization the nature of the backgrounds, skills, and capabilities of our employees, and leave with him abstracts of the backgrounds of plausible candidates. Thus, instead of inquiring as to whether a vacancy existed and then finding that we might not have candidates for the vacancy, we developed an interest on the part of the outside organization in our employees. Then when an employee with a unique background was available we could canvass potential employers on a current basis. In this way we conserved both our time as well as theirs. (Tab A, 2)

In applying the new system mentioned above, we developed still another means whereby the employee could be given maximum support. The concept of a "job-lead plan" evolved into a working agreement with an employee as he declared his interest in external employment to EEAB. This working agreement commenced with the employee filling in an External Employment Assistance Information Sheet. (Tab C, 3) Through this device and a follow-up discussion, it was possible to determine where the individual hoped to reside and work after leaving the Agency; in what field he wished to work, and, more specifically, the precise job he would like to carry out; and the income he would like to receive for this work. With this information in hand the EEAB Officers were able to review existing vacancies and to lay a course of action for approaching possible job-lead sources on behalf of the employee. In such approaches an abstract is used, referring only to the ability and skills of the individual (his name is not used) so that the ultimate approach could be made personally by the employee. No outside organization is contacted even in this manner by the EEAB Officer without concurrence in advance of the employee.

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VI. B. Documentary Assistance

General Background

In the fall of 1967, after the External Employment Assistance Branch (EEAB) was established as an integral part of RCPS, a review was made of the practice of presenting statements in writing to outside organizations when individuals were applying for employment. It was found that they followed a pattern and in most instances carried as reference to the name of a Personnel Officer. These statements in most instances were called "resumes" or "personal summaries." As the program developed terms had to be more clearly identified and thereafter properly applied. Therefore, a Retirement Vocabulary was developed. (Tab A, 2)

It was recognized that in some instances a very brief statement was all that would be required. This certainly would be the case of an employee who, after one or two assignments working on just one activity, decided to leave the Agency. A person of this type resigning and applying for a position elsewhere in the Government, would use Form SF 171. Such brief statements are called term "synopsis."

If a person having extensive experience both in and out of the Agency was applying for a job, most organizations refer to the need for a resume. This document would be hand-tailored to fit the job opportunity and to include those particular aspects of an individual's skills, techniques, abilities, languages, and areas of knowledge. These documents are referred to as "resumes." Thus, a synopsis serves in some instances as a brief resume. (Tab C, 14)

Some individuals need to have, in writing, their entire backgrounds from which they can extract appropriate specific information. It was determined that such individuals who might need to apply for a job should develop a complete "Personal History Summary" (PHS).

On occasion the EEAB Officer who is supporting the employee in job search efforts desires to leave some information concerning an individual's background with a prospective employer. In such cases a five- or six-line abbreviated statement, without the individual's name to identify it, is prepared in advance to leave with the prospective employer. These abbreviated statements have been given the term "abstract."

A coordination procedure had been developed for the Office of Security and the Central Cover Staff to review any of these statements covering Agency experience prior to its being used by the employee. This opportunity to check the statement which the employee wished to use concerning his Agency experience was only provided to those individuals who came to the External Employment Assistance Branch (formerly the External Placement Branch). This meant that many employees either before or after separation who did not request assistance from this branch were writing their own resumes and using them in search of external employment without having such statements officially checked by the Agency. This was a loose and dangerous security practice.

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VI. B. Documentary Assistance - continuedGeneral Background - continued

In the early RCPS development of the Retirement Program, the Chief, RCPS, became aware of the existence of some of these uncoordinated documents. Two examples were sufficient to point up a situation which required immediate attention. Thus, RCPS proposed the development of a Summary of Agency Employment by each individual leaving the Agency whether retiring or resigning. This is now the accepted term used in referring to the Summary of Agency Employment system now in its interim stage of development.

Summary of Agency Employment (SAE)

During 1968 and early 1969 an informal committee functioned under the auspices of the Chief, RCPS in the development of the SAE System. Officers from the Central Cover Staff, Office of Security, and Office of Personnel, were detailed by the heads of those offices to work on the establishment of this system, in February 1968.

A course was plotted for the group and steps were taken to develop the necessary internal procedures in each of the above three offices of primary concern. Their procedural papers were coordinated in draft form among the Committee members. Guidance information was assembled to assist each office in recognizing the limitations and qualifying factors which would be applied as the procedures were carried out. By July of 1968, the procedures and general standards had been drafted and were being implemented. This new system thus became a refinement and extension of the earlier coordinating procedure of EEAB. (Tab C, 6)

In the fall of 1968 Committee members developed and concurred in drafts of an Agency Headquarters Notice [REDACTED] It was believed essential that Agency recognition be given this system and that an appropriate policy statement be made which would permit its Agency-wide implementation. The Chief, RCPS, presented the concepts and drafts of the Notices to personnel officers of all Agency components on 24 December 1968. A number of comments were received orally and on 14 and 15 January 1969 written suggestions were received from the Far East and Africa Divisions, which were responded to and incorporated where feasible. It was recognized that personnel officers by and large carry a heavy workload and, therefore, it was not surprising when a few individuals objected to these new responsibilities which might be placed upon them. The personnel officers were advised that a folder of examples and guidance information had been assembled, and that copies of this folder would be presented to each component personnel staff at the time the Agency Notice was issued. During the first three months of 1969 guidance and simplified procedures were developed to reduce and facilitate the steps of the personnel officers. (Tab C, 4 and 5) 25X1A

VI. B. Documentary Assistance - continuedSummary of Agency Employment (SAE) - continued

Through the device of the SAE System, any employee who may have need to make reference to his Agency experience will have the necessary written information already in his possession to appropriately answer questions and prepare statements covering his background without violation of his security, the Agency's security, or sensitive and operational practices.

Most employees will have need of such a statement at some time during their lives after separating from the Agency. At the present time, through correspondence and phone calls, an excessive number of requests about prior Agency experience need to be answered.

The SAE Notices were submitted by the Agency Regulations Staff to the Directorates for comment and concurrence on 5 December 1968. By March 1969 all offices had returned their copies with concurrences. The DDP's covering memorandum requested a brief delay while certain internal DDP policy questions could be resolved. At this writing, Chief, RCPS, has been advised by the responsible DDP Officers that the "hold" had been lifted. The publication of the Notices is anticipated in the near future.

Personal History Summaries (PHS)

All employees desiring the assistance of EFAB in obtaining external employment assistance are now requested to draft Personal History Summaries (PHS). They are advised that once such a summary has been reviewed and edited, it will serve as the basic document from which one or more resumes targeted on a particular job(s) will be written by the employee. The PHS need not be long. Normally two or three pages will suffice. It will not include names of other Agency employees, sensitive terminology, or references to components by title. It will note that the title "Director of Personnel" with the appropriate Agency telephone extension and mailing address is to be used for future reference. These details would in all likelihood be included in a resume, and are actually required in a Form SF 171. Such reference information is also normally requested in employment forms of outside organizations.

In the course of the development of the Retirement Program, the PHS has been the document which has been forwarded to Cover and Security for comment and approvals. It will not be coordinated in this manner once the Summary of Agency Employment System is implemented by the Agency. Instead, it now contains the essence of the approved Summary of Agency Employment, which document, in the future, will be circulated for appropriate approvals.

Resumes

The resume, being the document which an employee will present in applying for a job, takes very careful preparation. There are often two or three

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VI. B. Documentary Assistance - continued

Resumes - continued

meetings between the employee and the EEAB Officers in developing an appropriate resume. As indicated earlier, if the individual's experience in the Agency is brief and limited in scope, a synopsis may suffice. In either case such a document will include in any reference to Agency employment only that information contained in the approved Summary of Agency Employment. (Tab C, 13)

Resumes are normally planned to be presented in hand. However, approximately 40% of Agency employees upon retirement leave the Metropolitan Area of Washington, D. C. Thus, such individuals who are looking for future employment receive assistance prior to separation in the preparation of covering letters for transmitting the resume. Herein there is a choice and some employees prefer to transmit resume-type information within the body of the letter.

Statements of Employment

In a few instances, individuals have indicated a desire or an actual requirement for some type of commendatory letter. RCPS received the approval of the Director of Personnel, on 24 June 1968, for the preparation of such a letter in response to an employee's request, which would comment on the Agency's recognition of his skills and those aspects of his responsibilities which might normally have come to the attention of the Director of Personnel. He signs the letter and returns it to EEAB, which office transmits it to the employee.

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VI. C. Job Lead AssistanceApproaches

In the case of resignees, this assistance in obtaining external employment is essential if they have not located their own positions. When resigning individuals quite naturally need to continue their employment, unless leaving for marriage, health, or similar reasons.

Retirees, on the other hand, have been found who express an interest in locating outside work, but don't always end up taking a job. This reflects a personal concern that perhaps the retirement annuity would be insufficient for a person's needs. It has been found in RCPS that as many as 40% of the retirees have indicated some interest in outside job opportunities. These people do take the time of the EEAB Officers. It has been found on checking with all retirees after retirement that only 24% are actually working six months after retirement. Only 8 retirees have expressed any desire for continued assistance six months after leaving, and only 3 of these wanted direct employment assistance.

It is hoped, therefore, that the seminar program and individual counseling assistance will permit an increasing number to make a more accurate decision through an early more thorough analysis of their post-retirement financial requirements. They thereby would recognize prior to separation that the elimination of some of the present demands on their salaries will make a higher percentage of their post-retirement income available for personal use. Thus, it would be recognized that they would not have to consider post-retirement employment.

Requirements have been developed which place certain responsibilities on the employee before EEAB help can be received. First the employee must complete the External Employment Assistance Information Sheet. This will cause him to assess more carefully his future plans and to narrow his desired assistance to reasonable limitations within which the EEAB Officer can function. (Tab C, 3)

Those in search of second careers may have been sent by the Career Services for aid, may have walked in, or may have been referred by a Retirement Counselor or some Agency Officer involved in helping the employee with a problem. Under any such condition the EEAB Officer recommends more complete counseling by a Retirement Counselor before the conclusion of his first interview with the employee.

In some cases RCPS or EEAB have received requests for immediate assistance from the Special Activities Staff, OP, or some senior officer of the Agency. Career Trainees in some instances have been involved. Individuals facing imminent departure on disability grounds may need assistance, and, in a few cases, an EEAB Officer at the request of the Career Service has gone to a hospital to help an individual. No matter what the urgency, such cases receive immediate assistance and continuing special attention until the requirements have been satisfied. Information which may have



VI. C. Job Lead Assistance - continuedApproaches - continued

been received earlier in RCPS - CIA Retirement Board, Career Services - is assembled and transmitted to EEAB in the employee's retirement dossier, to assist in handling the case. Every contact is summarized on the Personnel Interview Card (Form 1711). (Tab C, 2)

A second responsibility of the employee is to develop this Personal History Summary and following that, to prepare a resume. With his PHS in hand and the Agency employment portions approved, this background information is related to the employee's External Employment Assistance Information Sheet and a job lead plan is tailored for the employee. This may be either an informal understanding or a more complicated documented arrangement identifying organizations to be checked, and including availability of employee, timing, conditions of contact and the like.

Job Leads

At the time that RCPS was established, job leads were either solicited on a "fish-net" approach hoping to seine in one or two openings or a selected effort using the Office of Personnel Field Recruitment Officers to canvass potential organizations for openings in behalf of individuals. The Agency was generally unsuccessful in having our employees placed through the first type of effort. Although more successful in the selected approach, only a limited number of our employees were included under this procedure. Normally these were individuals who knew persons involved or who had direct access to senior officials in the Office of Personnel.

It has been very difficult to find an effective means for developing a willingness on the part of the employee to report back to EEAB any action which he has taken on a lead which has been provided. The RCPS policy is to give one employee a lead and hold others off until the success of the first effort is determined. When a specific opening is not the target but general possibilities exist, the resumes of a few selected candidates will be made available for an organization's examination with the prior approval of the employees concerned. At first individuals were asked to let us know how they had fared. Later they were emphatically informed that unless they reported back on their efforts they would be penalizing others. None of these requests or coercive attempts produced the desired result.

In the summer of 1968 another tact was begun. A Job Lead Record Card was devised in simple form. The EEAB Officer would fill in the company name and date, hand to the employee and ask him to check the appropriate box(s) indicating the nature and extent of action taken, sign it, and return it to EEAB in the pre-addressed envelope provided. In this way it was hoped to determine the extent to which a lead was pursued, and whether the position was still vacant. Only an average of 4% of the cards are returned. (Tab C, 11)


VI. C. Job Lead Assistance - continued

Job Leads - continued

As a result the EEAB Officers were instructed in January 1969 to maintain a running list of leads provided and call the employee monthly to ascertain steps which he has taken on a particular lead. A high proportion of the responses are indefinite and hedging indicating inconclusive action and intention of further action but without assurance.

It was conceived that a greater effort would have to be made in assisting officers across the board and clerical employees. The effort toward developing a system of contributions had to be established. The Chief, RCPS, stipulated four groups of individuals in which we should stimulate the submission of individual job leads to RCPS. These were:

(1)

- 
- (2) Retirees located within the United States and with whom RCPS has been in communication;
- (3) Agency cooperating contacts and cleared representatives, including placement agencies, national associations, particularly educational groups, university associates, business offices under contract and consultants; and
- (4) Retirement organizations which have assisted in the development of the Retirement Program and are in a position to aid our retirees, such as American Association of Retired Persons, the National Association of Retired Teachers, and the U. S. Employment Service.

A plan was made to brief the above participating individuals and groups. This effort included a number of trips to various sections of the United States to inform such persons of the newly developing Retirement Program and to solicit their participation to the extent possible. Some job openings have been submitted as a result.

EEAB has established an organization control card system - Company Card (Form 2882). The key to this system is a 5 x 8 card which is mounted on a "C Frame" for ready access. It includes a record of the company with which we have initiated arrangements to make it a job-lead source, identifies the Officer with whom contact has been established, and contains any limited access information relating to other officials of the Agency who may also be in touch with the organization. There is space in which conditions of restraint can be noted. On the lower two thirds of the card space has been properly marked and identified for

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VI. C. Job Lead Assistance - continued

Job Leads - continued

listing each employee who has been referred to that company with an appropriate breakdown to indicate the extent of his contact, culminating in his placement if such occurs. This information will be available for the use of Security, Retirement Affairs Division, OP, the Domestic Contact Service, and other elements of the Agency which may have need for it. The back of the card is for recording the types of individuals not wanted or desired by the organization and any conditions which should be observed in contacting it. (Tab C, 8)

Initial plans for bringing this information to the attention of other offices are developing, and a procedure for follow up of any leads is in process which includes appropriate arrangements for notifying the originator as to action taken.

Job Lead Sources

Even with a system for collecting and recording individual job leads which might be produced by Agency employees, retirees, cooperating non-Agency organizations and retirement associations, the RCPS Staff concluded that it would be necessary to augment these voluntary contributions. The scheme which evolved was to establish a set of job lead sources and to maintain in limbo with a communications arrangement as outside organizations which hold a potential for hiring Agency-type individuals. The plan called for contacts at the highest level possible once its potential for use of Agency separatees had been established.

It was decided that this type of understanding could not be established through correspondence and nor could it be laid on through an Agency employee who was not steeped in the plans, intentions, and background of the Retirement Program.

On 1 July 1968, the Chief, RCPS, transferred a counselor from RCB, who had extensive knowledge of organizations which had collaborated with the Agency and experience in dealing with officers of such organizations, to activate this intensified program. This Officer proved to be an excellent choice and rapidly developed a network of job lead sources. He made two field trips to the New England area, two trips to the New York area, one trip through the Southeast, concentrating in Florida, and a lengthy trip to the Southwest and West Coast. The EEAB now has approximately 75 commercial companies, industrial concerns, educational institutions, foundations, and research institutes with which it is in contact. (Tab C, 7 and 10)

The organizational representatives with whom understandings were reached are now aware of the categories of employees who might be made available to them from the Agency. An important point which was made clear to them was that many of our employees have become entitled to take the option of

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VI. C. Job Lead Assistance - continued

Job Lead Sources - continued

leaving early through qualifying service acquired over the years. The above officials were specifically informed that employees could, once they have qualified, "retire" as early as age 50. This point was made clear in order to circumvent the deterring concepts which tend to close out any interest in those who are actually retiring from the Government. It has been indicated on a number of occasions that such officials are aware of the Civil Service compulsory retirement age of 70 and they themselves often have retirement ages set at 65, 60, 55, and in a few cases, even earlier than that. Our approach is intended to prevent any automatic withdrawal from offering the Agency the opportunity to provide candidates for vacancies as they might arise solely for the age factor. (Tab C, 9)

Included in the dossier of retirees is a listing of all job leads offered each individual. Matching that is the Company Card Record system carrying a list of each individual referred to an organization. In the spring of 1969, the then Chief, EEAB, devised a simple handbook device for coordinating these two systems making it easier to carry on the necessary follow-up actions with both individuals and organizations.

Vacancy Research

The two initial officers in EEAB had served in the predecessor branch, the External Placement Branch. At that time listings and books were assembled carrying correct titles, names of key officers and addresses of various organizations; i.e., universities and colleges, junior colleges, private schools, foundations, research centers. Periodicals in some instances included known vacancies, but such information is temporal, thus the information in which the Agency had prime interest was soon out of date. Nevertheless, these notifications were most valuable in carrying out referrals. Local newspapers, as well as the New York Times, were scanned in search of openings which might fit the case of Agency individuals.

This research has been continued in EEAB and one officer now has responsibility to scan periodicals as well as newspapers. The list of newspapers has been increased to cover outlying cities in the Washington Metropolitan Area and to include the Wall Street Journal which contains international reports on vacancies and information concerning changes in commerce and industry, with particular comment on the establishment of new organizations. These drew the attention of EEAB officers to employment possibilities for scanning the dossier collection using the colored index.

Dossiers

As stated earlier in this paper, every employee approaching or entering

VI. C. Job Lead Assistance - continued

Dossiers - continued

the zone of retirement consideration has an RCPS retirement dossier. This dossier is managed within a control system and its contents are assembled through a series of internal procedures. In addition to the biographic profile and copies of memos for the record placed in a folder by RCB following consultations, EEAB uses the same dossier for a record of assistance given as external employment help is desired.

The Chief, RCPS concluded early in the developmental period of the Retirement Program that the mere collection of job leads and the development of job lead sources with a resultant listing of vacancies was not sufficient to relate our employees with the desired capabilities in any opening so listed to be related to that opening. An officer could not keep such details and shifts in his mind on a current basis. Thus, an officer of RCB and one from EEAB were assigned the task of analyzing the content of each dossier - interests, desires, and qualifications of the employee and of coding this information. A simple system for applying colored flags representing the code on the labeling edge of the dossier file was devised. Through this device it was possible to quickly scan the dossiers of employees against vacancies to determine which individuals might be considered as possible candidates. (Tab C, 1)

The index facilitated the coding of the individual's knowledges and skills, the area(s) in which he would like to work, the general field and specific types of positions desired, and the salary range which the employee had designated as governing requirements. The index system also includes posting of dates of availability and possibility of early retirement or necessary adherence to his mandatory retirement date.

During the first meeting between the EEAB officers and the employee it is ascertained that the External Employment Assistance Information Sheet has been filled out and included in the dossier. Also, that any subjects relating to employment following separation which may have been raised in earlier sessions with a Retirement Counselor are re-examined and considered. The EEAB officer inquires as to the employee's interest in taking a battery of Assessment and Evaluation Tests, which service has been arranged by RCPS with the Assessment and Evaluation Staff of OMS. This possibility may have been raised by the Retirement Counselor, but RCPS has been interested in making certain that this service is brought to the attention of each person searching for employment. It had been found that many retirees at first indicate they wish to return to fields in which they had been working prior to entering the Agency. RCPS found that it was necessary in the total process of retirement assistance to cause the individual to give just weight to new skills, area and language knowledges, and specialized experiences which had been acquired in his years of employment with the Agency.

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VI. C. Job Lead Assistance - continued

Dossiers - continued

In order to maintain a simplified record of action in behalf of the retiree, EEAB uses a large white card stapled to the outside of the dossier. Here they note the Career Service of the individual (for cross-referrals and checking of background information) as well as the date of Government service and mandatory retirement date. The birth date is also included on the top of this card since this is directly relevant to job considerations. The body of the card is for a chronological record of meetings, phone calls, correspondence, and other steps taken in aiding in the ultimate acquisition of a satisfactory position by the employee. (Tab C, 2)

Inside the cover of the dossier a yellow sheet is fastened on which every job lead presented to the employee is posted.

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VI. D. Resignee Assistance

The officers of EEAB brought with them the responsibility for assisting employees resigning from the Agency. In the majority of cases such employees have already located their next employment or are not going to work and EEAB assistance is not required. However, many cases, including particularly those referred to the EEAB by the Special Activities Staff, OP, need careful guidance and continuing assistance until a job has been located. In some cases this effort continues for months or as much as a year after the individual has resigned.

Of those resignees provided assistance, most of them desire to remain in Government employment. Thus, EEAB maintains a working relationship with the U. S. Employment Service in particular. Also, contact is maintained with NSA, FBI, DIA, and AEC which, like CIA, are excepted from the hiring procedures and requirements of the Civil Service Commission.

Individuals seeking Government employment who are looking outside the Excepted Agencies must place themselves through the regular Civil Service rosters. This means that they must take either a regular Civil Service examination or submit the necessary background information for examination in order to qualify for one of the non-assembled Civil Service Commission rosters. EEAB maintains a current listing of Civil Service Procedures on examinations, and a calendar of scheduled examinations.

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VI. E. Coordination.

Inter-Departmental


The close relationships between other parts of the Government and EEAB officers prefaced the decision of the Director of Personnel to place certain responsibilities in this office. The Civil Service Commission holds a regular weekly meeting of personnel officers from all departments and independent agencies of the Government. An EEAB officer represents the Director of Personnel at each of these meetings. This permits an exchange throughout the Government of information relating to adjustments in manpower requirements and to changing policies having to do with employment requirements and reductions. Through this channel the EEAB officer is able to help fill requests of other parts of the Government. This channel might permit the placement of CIA resignees and make individual deserving cases of ours known to the other personnel officers.

This effort pertains particularly to resignees. It has been found in the experience of RCPS that most retirees eliminate the Government from their consideration. This is strictly for economic reasons, because an employee being re-hired in the Government after retirement does not receive a full salary in addition to his retirement annuity on being re-hired. Instead, he receives his retirement annuity plus the difference between that annuity and the new salary. It is, therefore, apparent to the employees in their considerations that they may be working full time for a small supplemental income.

Inter-Office

The officers of EEAB maintain a constant working relation with the officers of the Central Cover Staff and the Office of Security. These two offices review, correct as necessary, and approve Agency-related parts of Personal History Summaries, Resumes, or other documents which employees use outside the Agency in searching for employment. The system governing Summaries of Agency Employment is in an interim stage so EEAB assists employees at this time who need guidance in developing a statement covering their Agency employment, whether or not this statement is to be used in outside job search efforts. After the establishment of the SAE System, an employee in search of external employment assistance will bring to EEAB the already approved SAE's. EEAB will not thereafter be involved directly in the SAE approval procedure except to provide professional guidance when requested. This approved SAE system will be conducted between the individual's component, Career Service, Office of Security, and Central Cover and CI Staffs, 25X1A if appropriate.

25X1A



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VI. E. Coordination-Inter-Office - continued

A specially prepared Routing and Record Sheet was used in coordinating the review and approval process. The officers taking the necessary action normally make their recommended changes on the draft submitted by the employee. They also put comments in behalf of their offices, as to approval or recommended re-writes, on the Routing and Record Sheet. More often than not, it is necessary to have telephone discussions to clarify wording as well as the intent behind the employee's statements. In order to reduce these two-way exchanges to a minimum, both Security and Cover have prepared general guidelines or standards which they have given to EEAB. (These are now being re-worked and made more specific.) Thus, EEAB is able to assist the employee in adjusting his draft, if apparently necessary, prior to sending it out for the initial review.

When it is approved and returned, a copy is made of the adjusted draft which can then be prepared in clean copy. This clean copy has in the past been prepared by EEAB in behalf of the employee. (The ultimate system will have the component personnel officer reproduce a copy of the corrected draft, cut off all signatures and review commentaries, and give the excised copy to the employee to use in making his own clean copy.)

The coordinated and approved copy, with appropriate corrections, the covering Routing and Record Sheet, and approval signatures and comments, is transmitted to the employee's Official Personnel File in the Office of Personnel, by EEAB. In this way the Agency has the record copy of the employee's statement. He, in turn, will have a copy from which he can reproduce as many clean copies as he desires. Names of the Agency offices, officers and signatures are not returned to the employee.

To facilitate this step, RCPS has developed a Summary of Agency Employment form with an attached instruction sheet. The instruction sheet and form are in the process of reproduction along with a guidance document for personnel officers. Thus, since the personnel officers will be the focal point for launching employees into the SAE System, they will have sufficient written guidance and instructions to take the necessary action with the least possible effort and time spent. (Tab C, 4 and 5)

EEAB, as was the case in RCB, has found it necessary to maintain close relationships with the personnel officers in the various components of the Agency. So many of the employees desiring employment assistance have questions of timing, outside plans, and other undetermined anticipations that the EEAB officers, in order to provide maximum assistance, must review most cases with the individuals' component personnel officers. In this way the EEAB officer responsible can become aware of any sense of urgency which might be involved, as well as any background problems or special handling which might be called for.

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VI. E. Coordination-Inter-Office - continued

EEAB has found that a majority of individuals looking for external employment represent some special need or unique Agency interest. In many of these cases actions are involved which automatically reach the Office of the Director of Personnel. Thus, to keep the Director of Personnel and senior offices of his staff advised of the status of existing employees in search of EEAB assistance, a monthly report is submitted covering in a brief statement each individual who has been provided such assistance. These statements include type of assistance rendered, job leads given, and problems which have arisen which may affect the actual separation of the employee.

VI. F. Post-Retirement Action

Responding to Investigations

The External Employment Assistance Branch (EEAB) has, since its existence, been called upon to review with outside investigators the backgrounds of former Agency employees. This review does not involve security or functional answers to questions, but does call for verification of Agency work experience, length of service and the like. In some instances where the individual was handled by a special office of the Agency such as SAS, OS, or OMS, this appears in the Official Personnel File and a check is made with that office prior to facing the investigator. Fairly often these post-Agency employment investigations concern former employees who may have left the Agency five or even more than ten years earlier. Thus, the practice is for the investigator to call in the name of the individual in whom he has interest. This permits the EEAB officer to obtain the Official folder from the Document Center. After reviewing the Official folder and checking with any other offices as may be necessary, the officer calls the investigator and gives him an appointment.

Responses to Written Inquiries

In EEAB about one-half of all investigative inquiries are received through the mail. Most of the cases involve a simple filling in of a form which can be done directly from the file. However, if any functional information is requested or the supervisor's contribution is required in order to appropriately respond, the comments of the proper Agency components are obtained prior to developing the response.

In most instances the responses are very bland and wherever possible are limited to the extent of Agency service and general responsibilities of the individual. This information is extracted from the employee's fitness reports. Details and sensitive information are never included in responses to investigations. Where necessary, the Office of Security is called in to follow up.

Six-Month Follow-Up Letters

During the period of concentrated research, RCPS officers determined that a complete and total separation of contact and communication at the time of retirement had a very depressing affect on Agency retirees. Employees approaching retirement conveyed to the Chief, RCPS, their deep interest in continued access to the Agency. Two or three senior officials made a direct plea for the establishment of a "correspondence center" of some type. These needs were recognized early in the development of the Retirement Program, but due to its comparatively low priority, such an arrangement has not thus far been established.

It was realized in RCPS that it would be very wholesome to have some system of communication set up with retirees in order to ascertain their well being, state of mind, and possible problems, after the retirees had had an opportunity to adjust somewhat to their retirement status. Thus, the Chief, RCPS, initiated a procedure for drafting a letter to every retiree six months after retirement. This letter was solicitous, indicating the sincere interest of "his former organization" in the employee.

VI. F. Post-Retirement Action  
Six-Month Follow-Up Letters - continued

It offered him the opportunity to advise us concerning whether he was employed or not, and, if so, where and in what type of position. It also asked the retiree to give us any suggestions which might have come to his mind which would assist in strengthening the Retirement Program in the future. The retiree was also requested to return the enclosed form on which he could write the above information and including any questions, problems, or employment assistance on which he would appreciate Agency support or information. (Tab C, 14)

In the first year of issuing these letters, 85 percent of the retirees responded. Considering that some former employees are now overseas, this was an unusually good return. From these responses it has been found that almost half of the retirees indicated at least a passing interest in possible post-Agency employment, six months after separation, only 24 percent were working. Of a total of 120 letters sent, only 8 asked for any follow-up employment assistance at all and only 3 of these requested direct employment aid; 33 reported that they were employed.

Another interesting fact arising from these responses is that 45 percent of those who responded had already relocated outside the Washington Metropolitan Area. This is very important to the future planning of RCPS. Previous opinions and government estimates had indicated that only about 15 percent relocated outside the Washington area. With this large number moving from the area of their last employment, those in search of new employment must locate their jobs in the area to which they are moving. This, obviously, calls for a continuous effort in the development of job lead sources away from the Capital area in behalf of our employees.

Termination of Retirement Dossiers

One year after retirement, the Retirement Counseling Branch reviews and destroys the retirement dossier of individuals who received only RCB counseling and no EEAB assistance. EEAB destroys the dossiers of those retirees who had received EEAB assistance. The dossiers are of potential use at least during the first year after retirement and will receive the

VI. F. Post-Retirement Action  
Termination of Retirement Dossiers - continued

carbons of the six-month letters as well as the return forms with comments of the retirees. Any necessary responses and post-retirement external employment assistance which was needed has been provided by the conclusion of the first post-retirement year, except in a few rare problem cases. It is anticipated that employment assistance after that time would be obtained by the retiree through his own efforts, either personally or with the assistance of an employment agency.

EEAB also destroys folders which have been established on those resignees to whom assistance has been given, at the end of one year. Where a resignee may be having difficulty in his placement, the supporting effort of the Agency may carry beyond this time, but in such cases assistance is current and a specific exception is made.

At the time of the destruction of the retirement dossier, it is checked for any record type material which is placed in the appropriate subject or organizational file or if directly related to the employee, it is transmitted to his Official Personnel Folder. If the official approved copy of the Employee's Summary of Agency Employment, Resume, or Personal History Statement is still in the folder, it is forwarded to his Official Personnel Folder. During this last review the dossier is checked with the employee's WheelDEX Record Card. Thus, certain information which might be of value in any later inquiry into the employee's status or retirement assistance given him, can be added to the Control Card. Such items as number of job leads and retirement address can be added at that time. It is then removed from the WheelDEX of active cases and placed on the WheelDEX holding the inactive retiree Control Card for one to ten years after retirement.

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## VII. CONCLUSIONS

1. Any retirement program, to be of maximum effectiveness, must be aimed at all employees and not just those about to retire; this allows an individual to grow through anticipation to a state of awareness, into a state of understanding and reaching a state of knowing and confidence.
2. Conditioning of employees should begin at time of recruitment by advising them of the existence of the Retirement Program, as well as during the initial briefings when entering on duty, and in the mid-career and other appropriate courses.
3. Activities such as the Retirement Program exemplify a sound understanding of human relations, and efforts such as this should continue to be introduced whenever possible by Agency management.
4. Retirement must be dealt with by this Agency as a matter of early separation and thus a shift from one phase of life to another, and not a final step terminating an active, contributive life; most will remain relatively active whether for pay, on volunteer work, or with hobbies.
5. Pre-retirement planning, as Agency policy, must become a way of life for our employees.
6. Anticipation of financial requirements and establishment of the means to satisfy these needs must be initiated at or before mid-career.
7. The fact of ultimate retirement should become so ingrained that it is taken for granted by our employees and therefore is not any psychological hurdle on preparing to leave the Agency.
8. Our counseling, including group counseling in seminars, must be kept free of any tone of condescension.
9. The side comments when employees discuss retirement continuously re-emphasize the conclusion that Agency 'retirees' must not be treated as "old" or "aged" individuals.
10. Efforts should be increased to strengthen relationships with Directorates, career services, and members of the CIA Retirement Board.

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VII. CONCLUSIONS - continued

11. Lack of rapport or the failure to keep subordinate elements cognizant of higher decisions which effect them can be wasteful of manpower and debilitating of morale among subordinates.
12. Employees should not be promised by supervisors, or other advisors, that which cannot be delivered; i.e., outside positions, post-retirement assistance. Stimulate personal action instead as the primary force in external employment.
13. Selective counseling, seminars, dissemination of retirement literature, and phased planning toward retirement can reduce the hump and has during 1968 accelerated the rate of early (optional) retirements.
14. The Program as it has been developed to date, with its continuing refinement, raises morale.
15. The follow-up technique of sending a letter to each retiree six months after retirement, and his response thereto, has demonstrated to a meaningful degree the effectiveness of the Program and should be continued. This technique also has provided a much needed check on problems faced by our retirees and the value of RCPS counseling and external employment assistance.
16. It certainly can be concluded that the Retirement Program will further the goals of the Agency and the employees.

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